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ABSTRACT

This study of the Windsor Aquatic Club (WAC) was undertaken to investigate the following problems and questions: (a) identification of goals; (b) conflict in the interface of age class and school class swimming, as well as the interface of municipal, regional, provincial, federal, and international organizations; (c) identification of task, structure, and control as distributed among executives, coaches, parents, and swimmers; (d) traits, situations, and behavior of individuals and groups, particularly youth involved as swimmers compared with adults involved as executives, coaches, or interested parents and spectators; (e) social stress placed upon the club by mass media or sponsors; and (f) constituent strain from the various age groups, swimmers, coaches, parents, or executives. Research was carried out through personal observation, television observation, written opinionnaires, and interviews. Analysis of the interview material and opinionnaires indicated that adults were seeking high-level sports excellence, whereas swimmers were seeking fun and socialization. Observations supported these findings. (Short comments by researchers on each of the procedures used are included in this report. Also included are sample opinionnaires, an example of the outline used for interviewing, and a list of recommended changes as described by all members of the WAC.) (PB)

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CURRENT ONTARIO RESEARCH SURVEY FORM
(Please use a separate form for each project)

NAME: Drs. Dick Moriarty & Gord Olafson DEPT: Faculty of Physical and Health Education

COLLEGE/UNIVERSITY: University of Windsor

ADDRESS: Sports Institute for Research/Change Agent Research (SIR/CAR)
c/o Faculty of Physical and Health Education
University of Windsor, Windsor, Ontario, Canada N9B 3P4

TITLE OF RESEARCH PROJECT: Change Agent Research for Windsor Aquatic Club (CAR/WAC)

PRINCIPAL INVESTIGATOR: Dr. Dick Moriarty and Dr. Gord Olafson

OTHER PROJECT STAFF: Seeing or Observing by TV-Dave Mitchell (Communication Arts), Super 8 Film by Paul Tesar, Slides by Wayne Mitic and Personal Observation by Wendy Price and Cathy Mac Donald; Asking or interviewing by Sue Berry and Sheila Mitchell; Written opinionnaire by Debbie Slingerland and Wendy Price; Written sources (research and development) by Bill McKnight

SPONSORING AGENCY: Canada Council through University of Windsor Grant No. 1094B

ANTICIPATED COMPLETION DATE:

Please submit a brief (200-300) abstract concerning the project indicating (where applicable), problem, purpose, methodology and content limitations. Please indicate from two to five subject term descriptors you would assign to the content area of the study. If you wish, attach pertinent sections of the project proposal.

The University of Windsor Sports Institute for Research brought together for this study a task force of sixty-five to study the phenomen of age class swimming as exemplified by Windsor Aquatic Club which encompasses 10 executives, 4 paid part time coaches, 100 swimmers drawn from 68 families. Change Agent Research systems analysis technique is being employed with Phase I, Organizational Audit and Communication Feedback, scheduled for 1974-75 and Phase II, Participative Clinics and Development of Change Agents and Phase III, Reorganizational Audit and CAR Pak planned for 1975-76. The overall purpose of the study is to assist Windsor Aquatic Club as an organization in identifying its formal and avowed goals, conflict or obstacles preventing goal attainment, incongruities between organizational structure and individuals and groups, social stress and constituent strain and alternate management techniques or ways of doing things. The operational methodology employed is SAW: Seeing or observing by audio-visual and personal observation; Asking or interviewing by Semi-Directed Focused Interview; and Written opinionnaire and sources (research and development). Written opinionnaires are based on the Asking or interviewing and go from the open-ended questions to specific conflict or problem areas and/or recommendations and conclusions; thereby, forming a modified Delphi technique. Change Agent Research for Windsor Aquatic Club (CAR/WAC) is outlined and described below on the IDEA method of Identification, Delineation, Evaluation and Action.

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Identification

The felt need for the study was perceived when the coordinator of SIR/CAR was approached by both coaches and executives of Windsor Aquatic Club requesting Change Agent Research along the lines provided by previous studies to Windsor Minor Hockey, Windsor District 5 Little League Baseball and Chatham Summer Basketball league. The fundamental problems and questions investigated in Windsor Aquatic Club were presented and revolve around:

1. Identification of avowed vis a vis actual goals
2. Conflict in the interface of age class swimming and school class swimming as well as the interface of municipal to regional to provincial to federal to international organizations
3. Identification of the task, structure and control as distributed among executives, coaches, parents and swimmers
4. Traits, situation and behaviour of individuals and groups, particularly youth involved as swimmers as compared with the adults involved as either executives, coaches or interested parents and spectators
5. Social stress placed upon the club by mass media or sponsors
6. Constituent strain from the various age groups, swimmers, coaches, parents, or executives

Delineation

Research and development in voluntary mutual-benefit or service organizations completed to date was identified by search involving significant people, places and things. Practical experts in the community were contacted, a computer search for significant written sources was conducted through LRS Locheed Missile and Aerospace System as well as ERIC, and audio-visual sources were identified through normal library search as well as consultation with the Faculty of Communication Arts and the Media Centre. The model employed in the study was the SIR Macro Model and Method. This is a systems analysis technique to allow organizations to identify their ultimate goal, conflict or obstacles preventing achievement of this goal, dissonance between structure and individuals and groups, social stress, constituent strain, alternate management techniques for short-term, intermediate and long-range adjustment of structure, realignment of personnel with an eye to future change and trend. This is a cyclic model which reverts at this point to ultimate goal.

Evaluation

The sample for the study consisted of participants in the international age class swimming meet sponsored by Windsor Aquatic Club on Saturday and Sunday, October 19 and 20, 1974. Six hundred swimmers participated in this meet, ranging in age from ten years to open representing nineteen Canadian teams and twenty-four US teams. Adults in attendance at the meet included coaches for each of the teams, executives, parents and spectators. The research design employed for this study was Phase I, Organizational Audit and Communication Feedback , of Change Agent Research. Phase II, treatment in the form of participative clinics to develop a cadre of Change Agents; and Phase III, Reorganizational Audit and development of a CAR-Pak to allow replication, will be conducted in 1975-76. The research procedure employed in Phase I was SIR's SAW process of Seeing or observing by TV and personal observation teams; Asking or interviewing by Semi-Directed Focused Interview; Written opinionnaire and sources (research and development).

Seventy-five individuals were involved in the task force team, including fifteen University and community experts, ten post graduate or senior students who acted as project leaders and fifty undergraduate students who acted as project members. The Seeing or observing project team monitored eight hours of the two-day meet on both 1" colour TV tape, 2 hours of ½" black and white Porta-pak TV, collected 500 35mm coloured slides of swimmers, spectators, coaches and officials at both the meet and practices and took 450' of Super 8 colour film. In addition, the personal observation team recorded behaviour of swimmers and spectators throughout the two-day meet in terms of facial behavioural attitude scale (smiling, neutral and frowning), as well as aggressive acts. Seventy interviews were conducted on the SIR Model with a cross-section of those involved in the meet (executives, coaches, swimmers, parents, officials, sponsors and spectators). A modified Delphi system was employed and the actual responses and terminology recorded on the Semi-Directed Focused Interviews was employed in making up a Written opinionnaire which was distributed to 200 adults so that they could rank their attitudes and beliefs, and 600 swimmers so that they could express their feelings on a five scale facial behaviour attitude scale. Data were transferred to mark-sense sheets and subsequently IBM cards and analyzed for correlation (Pearson, Spearman and Kendall), as well as being analyzed for significant difference by

Statistical Analysis System (SAS), Statistical Package for the Social Sciences (SPSS) and Omnitab statistical and plotting system.

Action

Analysis of the interview material, as well as written opinionnaires, showed the adults involved in age class swimming committed to high level sports excellence and Olympic standards, while the swimmers seek fun and socialization. Behaviour recorded on audio-visual and by the personal observation team reflected similar perception. The adults' avowed and actual goals suggest continued development of the organization as an autocratic commonweal organization advancing Canadian nationalism by work and winning of swimmers under the guidance of professional athletic coaches. On the other hand, the avowed and actual goals of the swimmers demand organizational development in a mutual benefit service organization aimed at participation and play. Among the critical decisions to be made by Windsor Aquatic Club is whether or not to hire a professional coach or to continue with the current part-time semi-professional coaches who have been involved in the growth and development of the club to date. The results of Phase I will be fed back to the membership of Windsor Aquatic Club at a participative clinic. Subsequently, Phase II,participative clinics,will be held with executives and coaches in order to consider alternate management techniques to close the gap between adult and swimmer perception of Windsor Aquatic Club.

Addendum

Change Agent Research in Windsor Aquatic Club growth and development to date supports a more emerging theory which shows organizations passing through three stages:

1. Stage 1 is the primitive primary recreational play era.(sport as play - True Sport),
2. Stage 2 is the stable amateur sport games era(sport as status - High Sport),
3. Stage 3 is the elaborate quasi-professional athletic contest era. (sport as a career - Big Sport).

SEEING-OBSERVING

Film & Slide by Paul Tesar

&Wayne Mitic

The final visual demonstration involved the combination of two different types of audio-visual techniques, colour slides and super eight colour movie film. During the two day swim meet of October 19th and 20th, various cameramen and camerawomen, while remaining unobtrusive, captured on film the type reality of the two day festivities.

Following the International Competition, a total of 500 colour slides and 450' of movie film were prepared for editing of the final product. The employment of the tri-screen effect is relatively new, however, it was felt that the projection of colour slides on either side of the central screen would exemplify the actions "caught" by the movie film.

The total presentation (lasting approximately eight and one-half minutes) with sound track appears to be somewhat of an "abstract". By this we mean that it may be difficult for you the audience, to grasp everything in the presentation because of the relative quickness of the visual "flashes" - however, careful concentration will bring out the reality. The total production not only includes the thrill of victory and the agony of defeat, but facial expressions of participants coaches and timers/scorers, the interaction of swimmers ard the reactions of the audience to the swimming competition.

6/2/75
ness

RESEARCH AND DEVELOPMENT
By Bill McKnight

It is often a rewarding experience to be an innovator, or at least to have a part in an event that is innovating. The Windsor Aquatics Club - SIR/CAR study, a cooperative research venture is the first study of its nature to deal exclusively with the sport of swimming, and is only the third application to the area of sport at all. To this point in the study, the WAC - SIR/CAR effort has provided data for the completion of the first half of the SIR/CAR 3-M model, its research design blueprint. During the completion of this first half, SIR/CAR personnel have asked and questioned WAC to discover the nature of the objectives of the organization's members and supporters. To determine the extent to which those objectives were emanated by WAC people, a qualified SIR/CAR team observed their behaviour and captured it through the use of various media. This evening's presentation of the study's findings completes the first third of the Change Agent Research design model (communication feedback).

Research and Development indicates that several of the concepts most important in the WAC - SIR/CAR study have been well documented previously. While there have been numerous studies completed and articles written on the role of change agent (SIR/CAR), and many published that involve the concept of conflict involving perceived objectives and functional objectives, there really has been very little material produced on voluntary service organizations such as the Windsor Aquatics Club. Above all, not one published study has dealt with the sport of swimming such as this particular study has done. It is in this light that the value and significance of the WAC - SIR/CAR study emerges.

Note if you will, then, that we are involved in innovation. The application of principles of perceived versus functional objective conflict and the role of change agents in observing and communicating such conflict, in a community sport sphere, is virtually brand new. Though two identically designed studies have been carried out on the sports of baseball and hockey, this is the first occasion upon which swimming has been involved. It is pleasing to note the opportunity which WAC has to continue in this innovating process. The second two-thirds of the CAR (participative clinics and re-organizational audit) are designed to analyze a sports organization (WAC in this case) in the future, alter the organization has had time to review and process the feedback from the first phase. In an identical fashion to the first study, it would again observe and communicate perceived versus functional objectives conflict, if such conflict still existed. Thus it is that WAC has the opportunity to continue to make this a rewarding experience and to have an effect upon their own program and swimming, in whole, as a sport. It all depends, of course, on how constructively the feedback from the first half is received and used.

ASKING OR INTERVIEWING

by Sue Berry

The project team was comprised of two women graduate students as the team leaders and eleven undergraduate students as the project team members. All were trained in the techniques of conducting a Semi-Directed Focused Interview (SDFI).

Within a one week period, the entire executive and coaching contingency had been interviewed. Attempts were made to contact every family belonging to WAC. As it turns out, approximately 25 adults and 35 swimmers consented to give an interview.

The Semi-Directed Focused Interview opinionnaire lists the various questions while the chart which follows gives the results of several of the questions asked during the interview. For example, the responses we obtained for the question, "Could you please identify the ultimate goal you see in WAC," are found on the left hand side of the chart under the words ULTIMATE GOAL. Moving across the page to the right, you will notice the average number of executives, coaches, parents and swimmers who so replied to the question. The remainder of the chart is to be read in the same manner.

Below is a list of the recommended changes as described by all members of the Windsor Aquatic Club.

RECOMMENDED CHANGES

A. EXECUTIVE
- more coaches (fulltime professionals)
- more committee participation by parents
- increase club membership to raise competitive level
- make the executive more approachable
- have an ex-officio swimmer representative in the executive
- have practices closed to parents

B. COACHES
- head coach on the executive
- more coaching clinics
- more international competition
- need for a fulltime professional coach
- more financial backing from industry
- stop executive interference with coaches duties

C. PARENTS
- need for a fulltime professional coach
- better facilities and different practice times
- weed out poor swimmers
- raise the fees
- need financial support from the City
- increase parental support and dedication

D. SWIMMERS
- more team spirit
- change the age-ability group system
- more fulltime coaches
- better facilities and practice times
- take the young kids out of competitive swimming

	QUESTION	EXECUTIVE	COACHES	PARENTS	SWIMMERS
#1	ULTIMATE GOAL OF WAC				
	- excellence and winning	86%	86%	---	---
	- character development and socialization	35%	35%	33%	---
	- health and fitness	21%	21%	5%	---
	- develop successful competitive swimmers	---	---	62%	---
	- to improve swimming ability	---	---	---	74%
	- for fun and enjoyment	---	---	---	26%
#2	CONFLICTS PREVENTING ACHIEVEMENT OF GOAL				
	- parental interference	30%	30%	28%	---
	- lack of professional coaches	30%	30%	---	---
	- lack of community interest	43%	43%	---	---
	- conflicts within the executive	30%	30%	---	---
	- lack of facilities and practice times	---	---	21%	36%
	- age-ability group dissatisfaction	---	---	14%	50%
	- lack of motivation by swimmers	---	---	21%	---
	- lack of parental involvement	---	---	7%	---
	- lack of communication with executive	---	---	---	7%
	- special consideration for children of the executive board members	---	---	---	13%
#3	EMPHASIS ON FUN OR WINNING				
	- fun	27%	100%	65%	88%
	- winning	36%	---	35%	---
	- combination of both	36%	---	---	12%

Semi-Directed Focused Interview

List the following below in pencil on the cassette label before the interview.

Name of Interviewer _____

Name of Interviewee _____

Position _____

Date _____ Place _____

Focus of Interview (Organization) _____

Note: _____ = (name of organization)

Initial Statement: The University of Windsor and _____ are working cooperatively to make _____ more effective and efficient.

Reinforcement Statement: You are one of those closest to _____ and therefore I appreciate an opportunity to interview you and record your observations and feelings.

Elicit response on Items #1 -

1. Could you please identify the ultimate goal (mission) (1) you see in _____.
2. Could you comment on conflict (obstacles) (2) which prevent achievement of this goal.

Events

3. Could you identify significant events (3) you see in _____ such as (3-a) task (or aims) for this year.
4. Could you comment on (3-b) structure (or organization).
5. Could you comment on (3-c) control (or administration).

Individuals and Groups

6. Could you please identify significant (4) individuals or groups you see in _____.
7. Could you comment on (4-a) their traits (or characteristics).
8. Could you comment on (4-b) their situation (or roles).
9. Could you comment on (4-c) their behavior (or expectations).

External to Focus - Supra

10. Could you comment on (5) social stresses on _____ from outside the organization.

External to Focus - Intra

11. Could you comment on (6) constituent strain on _____ from within the organization.
12. Could you comment on (7) recommended changes (or alternate management techniques) you would like to see in _____
13. How do you feel about criticism of _____ (name appropriate one)
    a) executives
    b) coaches
    c) officials
    d) parents
    e) players
    f) sponsors
14. Some critics of _____ say there is too much stress on winning and too little fun! True or false?
15. At this point revert to any covert conflict which was alluded to during the interview.
16. Close with a positive thank you reaction for time and expertise of interviewee.

Written Opinionnaire by Wendy Price and Cathy MacDonald
This handout includes a summary of the results obtained in the opinionnaire phase.

Key for Interpreting Results

I Overall Swimmers Opinionnaire (Schedule 1)

Four hundred and sixteen swimmers responded.
The pie diagrams indicate the percent of swimmers who checked the particular feeling as indicated by the facial diagram.
i.e., Question #6: 59% of the swimmers felt positively about swimming for excellence, 22% were fairly positive, 12% were indifferent, 1% were fairly negative and 1% were negative.
The rest of the results can be read in a similar way.

II WAC Swimmers Opinionnaire (Schedule 2)

The responses of WAC swimmers were taken out of the 416 sample. Their responses can be compared to overall swimmers results by reading the pie diagrams as previously discussed (See I).

III Adult vs Swimmer on Amateur-Professional Dichotomy (Schedule 3)

The Amateur-Professional Dichotomy chart indicates how all the adults and all the swimmers responded when given two choices.
i.e., On the question of ultimate goal, the respondents could choose a) to participate or b) to win. Number 1 indicates swimmers responses so 23% indicated that their ultimate goal was 'to participate' and 78% chose 'to win.'
Interpret the rest of the results similarly.

IV WAC Adult vs Swimmer on Amateur-Professional Dichotomy (Schedule 4)

This chart indicates how WAC adults and swimmers responded to the two choices. You may compare these to all those who responded (See III).

V Overall Adult Opinionnaire (Schedule 5)

Sixty-eight adults answered the opinionnaire; 40 Americans and 28 Canadians. 75% of the respondents were parents - the rest being divided among coaches, officials and general public.

The chart accompanying each question indicates the percentage of adults who ranked a particular statement first to fifth. In some cases nothing was ranked first while in others one individual may have ranked three statements as being most important. In each chart (SEE EXAMPLE BELOW) the horizontal row of figures refers to the statement it follows. In Question One - reading across 42% indicated excellence and success as number 1; 7% ranked it 3rd; 4% - fifth. Reading down - 1st column - sportmanship and character was ranked 1st by 13%; Olympics Standards 1st by 28%, etc. This applies to each chart. Where the squares are blank, no one ranked the statement in that position.

Rank	1st	2nd	3rd	4th	5th
EXCELLENCE	42%	7	7	36	4
SPORTSMANSHIP	13	13	17	5	36
OLYMPIC	28	10	32	22	9
FUN	0	47	11	2	26
PHYSICAL	17	13	22	26	10

- indicates % who ranked excellence 1st, 2nd...5th (ACROSS)

indicates % who ranked each statement 1st (DOWN)

VI WAC Adult Opinionnaire (Schedule 6)

This information is taken out of the total results and refers only to WAC affiliated adults. These may be compared with the overall opinionnaire results.

The charts may be read in the same manner as outlined in Section V.

Swimmers Overall Feelings
(Schedule 1)

OPINIONNAIRE

This opinionnaire, designed by a university consulting team and the associates in your sport, is for you to record your own opinions

PLEASE ANSWER ALL ITEMS.

Participant's Opinions

1. Male TOTAL 182 Female TOTAL 133

2. Check only one category:

Age Class		TOTAL
	10 years and under	93
	11 and 12 years old	122
	13 and 14 years old	122
	Open	74

3. Name of your team _____

4. Canadian TOTAL 227 American TOTAL 189

5. No. of hours of practice per week AVERAGE 10.5

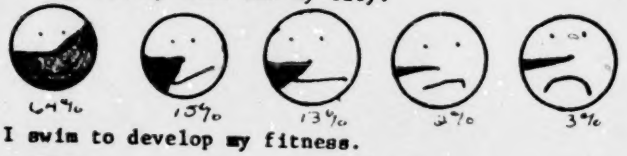
No. of weeks of practice per year AVERAGE 45

Could you please check your feeling on all statements below:

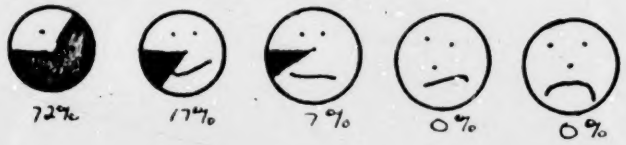
6. I swim for excellence

7. I swim for fun.

8. I swim for my club and my city.

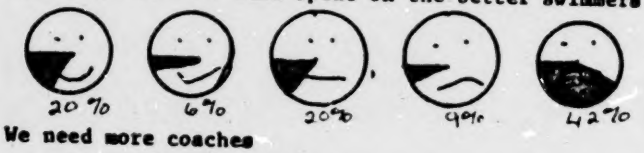


9. I swim to develop my fitness.



10. There is insufficient time for practice.

11. There is too much time spent on the better swimmers at practice.



12. We need more coaches

Open [14]

3. Name of your team _____

4. Canadian TOTAL [227] + American TOTAL [189]

5. No. of hours of practice per week AVERAGE [10.5]

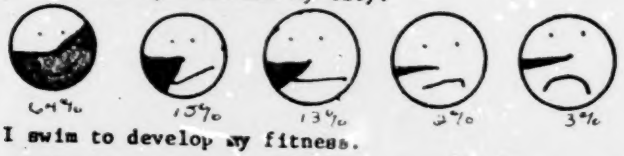
   No. of weeks of practice per year [45]

Could you please check your feeling on all statements below:

6. I swim for excellence

7. I swim for fun.

8. I swim for my club and my city.



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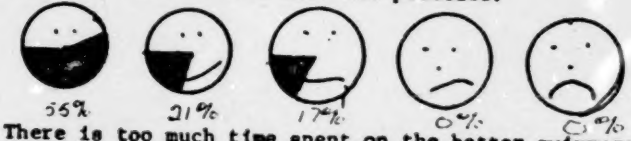
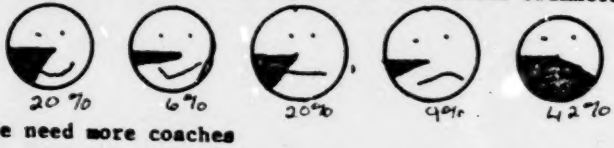


11. There is too much time spent on the better swimmers at practice.



12. We need more coaches

Swimmers Overall Feelings
(Schedule 1)

Opinionnaire -- Page 2

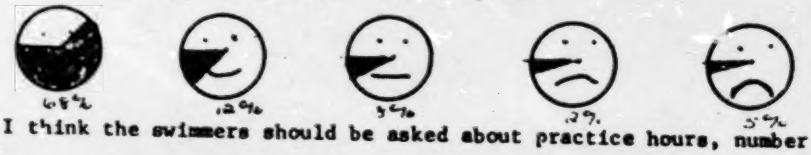
13. What type of coach would you like?

[5%] amateur

[36%] semi-professional

[46%] professional

14. I like the age group classification system.

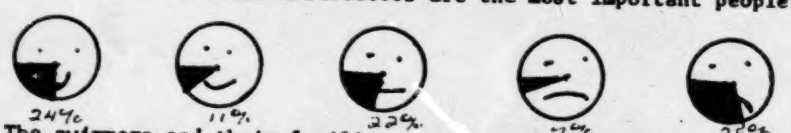


15. I think the swimmers should be asked about practice hours, number of meets, etc.

16. The Board of Directors and coaches run swimming because they are interested in children.

17. The Board of Directors and coaches run swimming because they want to win.

18. The Coaches and Board of Directors are the most important people in our club.



19. The swimmers and their families are the most important people in our club.

20. Coaches and parents should be on the Board of Directors.

21. Age Class swimmers should not be allowed to swim on school teams.

22. We should have a full-time coach.

15. I think the swimmers should be asked about practice hours, number of meets, etc.

16. The Board of Directors and coaches run swimming because they are interested in children.

17. The Board of Directors and coaches run swimming because they want to win.

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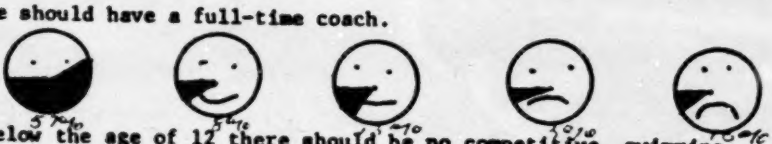
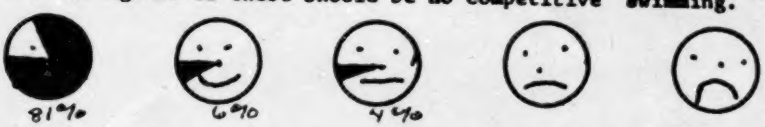


23. Below the age of 12 there should be no competitive swimming.



WAC'S 15 SWIMMER -12-7?

(Schedule 2)

OPINIONNAIRE

This opinionnaire, designed by a university consulting team and the associates in your sport, is for you to record your own opinions

PLEASE ANSWER ALL ITEMS.

Participant's Opinions

1. Male [22] Female [31]

2. Check only one category:

Age Class		TOTAL
	10 years and under	[11]
	11 and 12 years old	[13]
	13 and 14 years old	[10]
	Open	[19]

3. Name of your team WAC

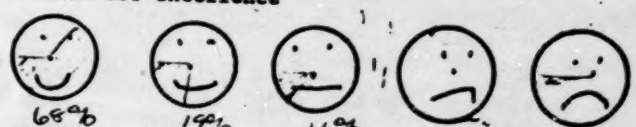
4. Canadian [53] TOTAL American [ ]

5. No. of hours of practice per week [ ]

No. of weeks of practice per year [ ]

Could you please check your feeling on all statements below:

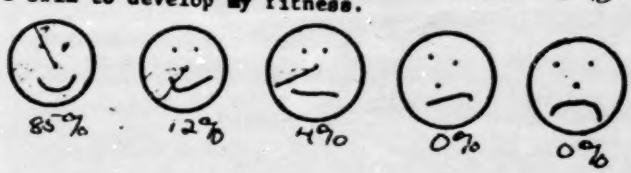
6. I swim for excellence



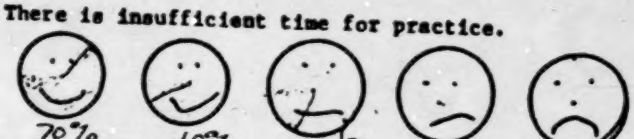
7. I swim for fun.

8. I swim for my club and my city.

9. I swim to develop my fitness.



10. There is insufficient time for practice.



11. There is too much time spent on the better swimmers at practice.

12. We need more coaches

Open [19]

3. Name of your team WAC

4. Canadian TOTAL [53] American [ ]

5. No. of hours of practice per week [ ]

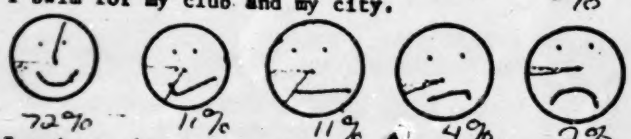
   No. of weeks of practice per year [ ]

Could you please check your feeling on all statements below:

6. I swim for excellence

7. I swim for fun.

8. I swim for my club and my city.



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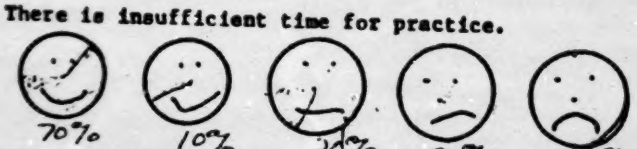

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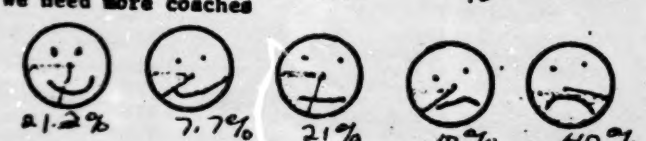


(Schedule 2)

Opinionnaire -- Page 2

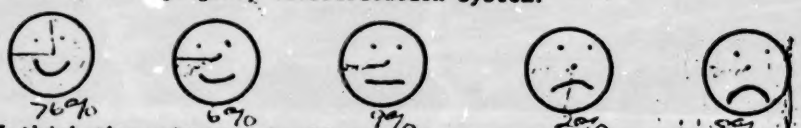
13. What type of coach would you like?

[67] amateur

[33] semi-professional

[99] professional

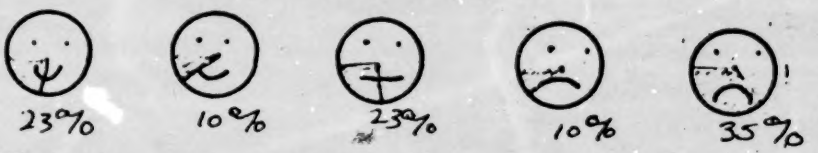
14. I like the age group classification system.



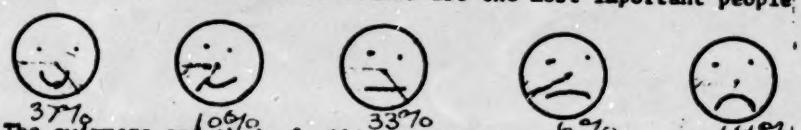
15. I think the swimmers should be asked about practice hours, number of meets,

16. The Board of Directors and coaches run swimming because they are interested in children.

17. The Board of Directors and coaches run swimming because they want to win.

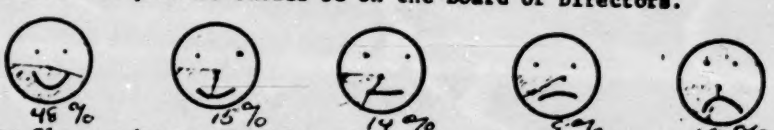


18. The Coaches and Board of Directors are the most important people in our club.

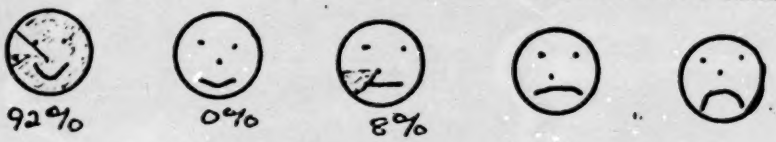


19. The swimmers and their families are the most important people in our club.

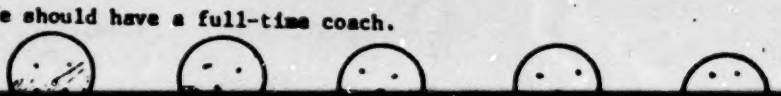
20. Coaches and parents should be on the Board of Directors.

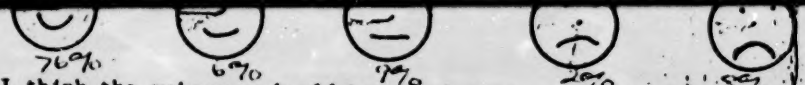


21. Age Class swimmers should not be allowed to swim on school teams.



22. We should have a full-time coach.





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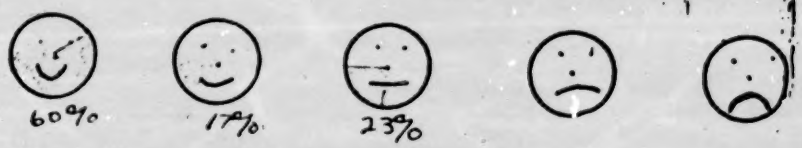

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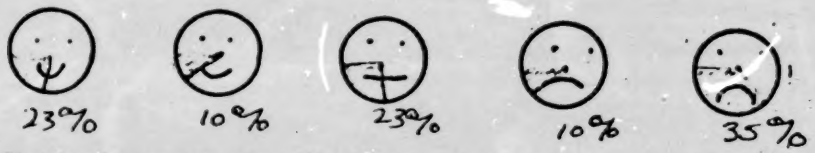

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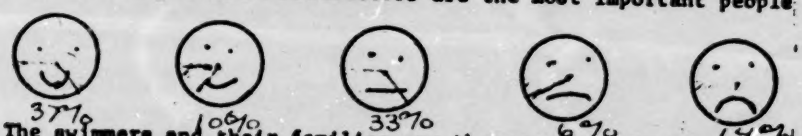

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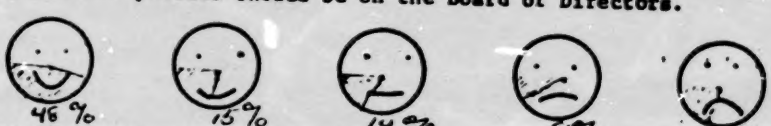

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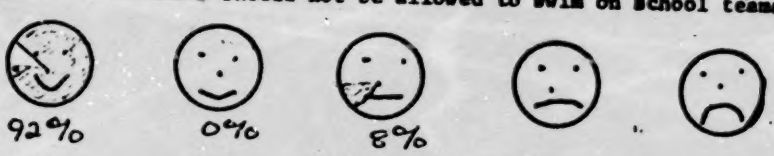
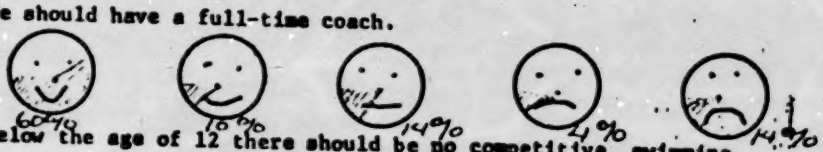
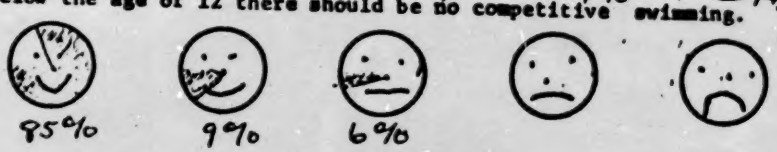


22. We should have a full-time coach.



23. Below the age of 12 there should be no competitive swimming.



Total Swimmers = 416

Total Adults = 68

1 = Swimmers

2 = Adults

A = Amateur
B = Professional

AMATEUR-PROFESSIONAL DICHOTOMY

OVERALL

(Schedule 3)

	International Swimming Meet 1= swimmers (Amateur) Column A	1. Ultimate goal A. participate B. Win 2 = adults (Professional) Column B	2. Aim(long range) A. general B. Specialize	3. Objective (immediate) A. for fun B. To win	4. Rewards A. Play is the reward B. Achievement	5. Commitment of Time A. Less than 15 hours B. More than 15 hours	6. Emphasis in player selection A. play equally B. Play best	7. Rules A. spirit of law B. Letter of law	8. Scheduling emphasis A. local B. Provincial	9. Evaluation of league success A. improvement B. Standings	10. Organization A. local decides B. State/provincial decides	11. Growth rate of child A. natural B. Forced	12. Cliches A. how you play B. No cost too high	13. Philosophy A. doing
	6													
	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B
swimmers	23% < 77%	52% > 47%	27% < 74%	21% < 79%	24% < 76%	74% > 26%	15% > 85%	43% < 57%	52% > 48%	46% < 54%	55% > 44%	75% > 25%	28% > 72%	
	2	2	2	2	2	2	2	2	2	2	2	2	2	
	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	
adults	22% < 78%	73% > 27%	16% < 84%	20% < 80%	12% < 88%	64% < 36%	15% > 85%	67% > 33%	73% > 27%	57% > 43%	81% > 19%	92% > 8%	9% > 91%	

AMATEUR-PROFESSIONAL DICHOTOMY

OVERALL

(Schedule 3)

	3. Objective (immediate) A. general B. Specialize	4. Rewards A. Play is the reward B. Achievement	5. Commitment of Time A. Less than 15 hours B. More than 15 hours	6. Emphasis in player selection A. play equally B. Play best	7. Rules A. spirit of law B. Letter of law	8. Scheduling emphasis A. local B. Provincial	9. Evaluation of league success A. improvement B. Standings	10. Organization A. local decides B. State/provincial decides	11. Growth rate of child A. natural B. Forced	12. Cliches A. how you play B. No cost too high	13. Philosophy A. doing poorly B. Doing well
1	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B
	7% < 74%	21% < 79%	24% < 76%	74% > 26%	15% > 85%	43% < 57%	52% > 48%	46% < 54%	55% > 44%	75% > 25%	28% > 72%
2	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B
	6% < 84%	20% < 80%	12% < 88%	64% < 36%	15% > 85%	67% > 33%	73% > 27%	57% > 43%	81% > 19%	92% > 8%	9% > 91%

WAC Swimmers vs. Adults on Amateur - Professional Dichotomy

Total Swimmers = ~~62~~ 53

Total Adults = 68

1 = Swimmers

2 = Adults

A = Amateur

B = Professional

AMATEUR-PROFESSIONAL DICHOTOMY

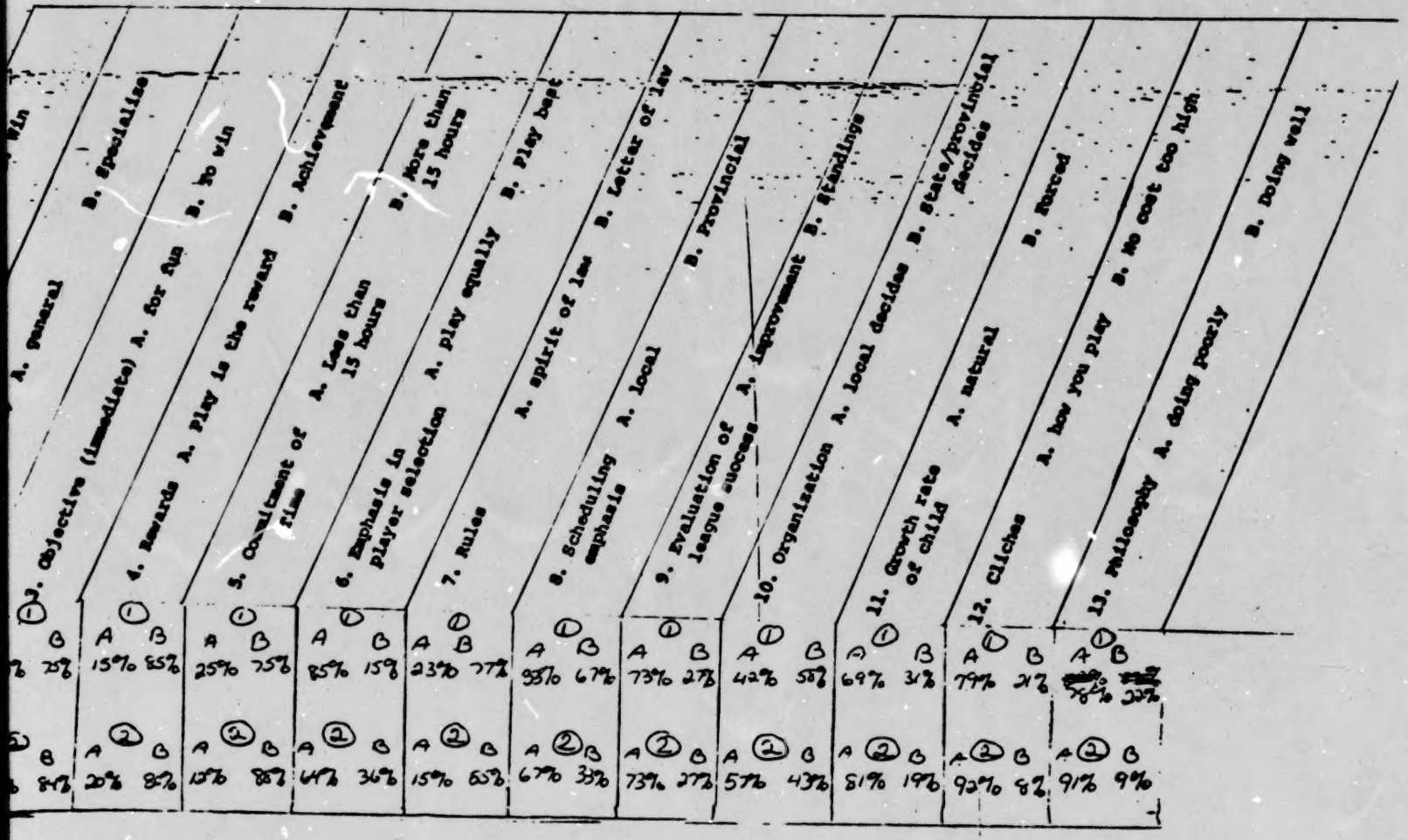
~~WINDSOR~~ AQUATICS CLUB

	1 = swimmers (Amateur) Column A	2 = adults (Professional) Column B	1. Ultimate goal A. participate	B. Win	2. Aim (long range) A. general	B. Specialize	3. Objective (immediate) A. for fun	B. to win	4. Rewards A. Play is the reward	B. Achievement	5. Commitment of time A. less than 15 hours	B. More than 15 hours	6. Emphasis in player selection A. play equally	B. Play best	7. Rules A. spirit of law	B. letter of law	8. scheduling emphasis A. local	B. Provincial	9. Evaluation of league success A. improvement	B. standings	10. Organization A. local decides	B. state/provincial decides	11. Growth rate of child A. natural	B. forced	12. Cliches A. how you play	B. we cost too high	13. Philosophy A. doing
			A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B
swimmers	1		28%	72%	64%	36%	25%	75%	15%	85%	25%	75%	85%	15%	23%	77%	33%	67%	73%	27%	42%	58%	69%	31%	77%	23%	~~58%~~	~~32%~~
adults	2		22%	78%	73%	27%	16%	84%	20%	80%	12%	88%	64%	36%	15%	85%	67%	33%	73%	27%	57%	43%	81%	19%	92%	8%	91%	9%

21

AMATEUR-PROFESSIONAL DICHOTOMY

WINDSOR AQUATICS CLUB


A. General
B. Specialize
1. Objective (Immediate) A. for fun B. to win
4. Rewards A. Play is the reward B. Achievement
5. Commitment of time A. Less than 15 hours B. More than 15 hours
6. Emphasis in Player selection A. play equally B. Play best
7. Rules A. spirit of law B. Letter of law
8. Scheduling emphasis A. local B. Provincial
9. Evaluation of league success A. Improvement B. standings
10. Organization A. local decides B. state/provincial decides
11. Growth rate of child A. natural B. forced
12. Cliches A. how you play B. no cost too high
13. Philosophy A. doing poorly B. doing well
① A 25% B 75%
① A 15% B 85%
① A 25% B 75%
① A 85% B 15%
① A 23% B 77%
① A 33% B 67%
① A 73% B 27%
① A 42% B 58%
① A 69% B 31%
① A 79% B 21%
① A 78% B 22%
② A 84% B
② A 20% B 80%
② A 12% B 88%
② A 64% B 36%
② A 15% B 85%
② A 67% B 33%
② A 73% B 27%
② A 57% B 43%
② A 81% B 19%
② A 92% B 8%
② A 91% B 9%

OPINIONNAIRE

This opinionnaire was developed to provide people like you with an opportunity to express their opinions on their sport or athletic organization.

Please answer all items. SCHEDULE 5

Concerned Adult Opinionnaire

1. Male [36] TOTAL 68 Female [32]

2. Role: Parent [52] Coach [6] Player [0]
Manager [0] Official [5] Sponsor [1]
General Public [4]

3. Name of Team _____

4. Americans ~~Team~~ [40] Canadians ~~Team~~ [28]

5. No. of hours of practice per week 9.8

6. No. of weeks of practice per year 65% → 41-52 wks

7. No. of hours donated by executives per year 400-700 (average)

8. No. of hours donated by coach per year 50% → 100-700 hrs

9. Cost of membership in club per year per child ____

10. Cost of equipment and travel per year (estimate) _____

Please rank the alternatives below for all items listed, using 1 for the most important and 5 for the least important, i.e.,

Sample: My favourite meat is
(3) ham
(1) beef
(5) pork
(4) bologna
(2) turkey

Note: These alternatives come from those involved in swimming. You may use the space after others or the opposite page for additional comments.

1. Could you rank the ultimate goal or mission of your club.

		1	2	3	4	5 ← RANK
( )	Excellence and success	42.4	7.4	7.4	36.8	4.4
( )	Sportsmanship and character	13.2	13.2	17.6	5.1	50.8
( )	Olympic standards	9.8	9.7	32.3	22.6	9.7
( )	Fun and enjoyment	0	47.1	11.8	29	26.5
( )	Physical development	17.6	13.2	22.1	26.5	10.3

Others _____

2. Conflict or obstacles preventing achievement of this goal are:

		%				
( )	Parents interfering		20.8	18.8	16.7	20.8	22.9
( )	Coaches lacking in number and availability		22.7	11.4	22.7	20.5	22.7
( )	Board of Directors straying from emphasis on club goal		16.2	16.2	13.2	25	5.9
( )	Sports taking too much time from school and family life		17.6	14.7	13.2	11.8	27.2
( )	Swimmers lack of interest and dedication		13.3	28.1	26.7	13.3	17.8

Others _____

3. The major aims or tasks for our sport for this year are:

		%				
( )	Increase emphasis on competition		32.2	25.4	42.4	0	0
( )	Increase the competitive ability of swimmers		29.1	49.1	21.8	0	0
( )	Help children realize their potential		45.5	20.3	34.4	0	0
( )	Compete in international meets		43.7	52.7	0	0	0
( )	Improve the financial status of the club		50.7	44.1	0	0	0

Others _____

4. Indicate how you would improve the organizational structure of your club:

54.5	12.1	15.2	18.2	0	Improve communication to all members
7.5	25	32.5	17.5	17.5	Increase membership on the Board of Directors by adding more parents
11.8	26.5	26.5	29.4	5.9	Alter the representation on the Board by adding more coaches
11.8	29.4	23.5	23.5	11.8	Increase the number of public meetings
					Add swimmers to the Board of Directors

Canadians from 28

5. No. of hours of practice per week 9.8
6. No. of weeks of practice per year 65% → 41.52 wks
7. No. of hours donated by executives per year 400-700 (average)
8. No. of hours donated by coach per year 50% → 100-700 hrs
9. Cost of membership in club per year per child ____
10. Cost of equipment and travel per year (estimate) ____

Please rank the alternatives below for all items listed, using 1 for the most important and 5 for the least important, i.e.,

Sample: My favourite meat is

(3) ham
(1) beef
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Note: These alternatives come from those involved in swimming. You may use the space after others or the opposite page for additional comments.

1. Could you rank the ultimate goal or mission of your club.

		1	2	3	4	5	← RANK
( )	Excellence and success	% 42.4	7.4	7.4	36.8	4.4	
( )	Sportsmanship and character	13.2	13.2	17.6	5.1	36.8	
( )	Olympic standards	23.8	9.7	32.3	22.6	9.7	
( )	Fun and enjoyment	0	47.1	11.8	29	26.5	
( )	Physical development	17.6	13.2	22.1	26.5	10.3	

Others ____

2. Conflict or obstacles preventing achievement of this goal are:

( )	Parents interfering	% 20.8	18.8	16.7	20.8	22.9
( )	Coaches lacking in number and availability	22.7	11.4	22.7	20.5	22.7
( )	Board of Directors straying from emphasis on club goal	16.2	16.2	13.2	25	5.9
( )	Sports taking too much time from school and family life	17.6	14.7	13.2	11.8	27.2
( )	Swimmers lack of interest and dedication	13.3	28.7	26.7	13.3	17.8

Others ____

3. The major aims or tasks for our sport for this year are:

( )	Increase emphasis on competition	% 32.2	25.4	42.4	0	0
( )	Increase the competitive ability of swimmers	24.1	41.1	21.8	0	0
( )	Help children realize their potential	45.5	20.3	34.4	0	0
( )	Compete in international meets	43.7	52.7	0	0	0
( )	Improve the financial status of the club	50.7	49.1	0	0	0

Others ____

4. Indicate how you would improve the organizational structure of your club:

Improve communication to all members	54.5	12.1	15.2	18.2	0
Increase membership on the Board of Directors by adding more parents	7.5	25	32.5	17.5	17.5
Alter the representation on the Board by adding more coaches	11.8	26.5	26.5	21.4	5.9
Increase the number of public meetings	11.8	29.4	23.5	23.5	11.8
Add swimmers to the Board of Directors	9.4	11.3	1.9	5.7	71.7

Others ____

Concerned Adult Opinionnaire -- Page 2

5. How would you improve the administration of your club?

		RANK →	1	2	3	4	5
( )	Improve discipline of children	%	11.1	41.7	47.2	0	0
( )	Involve more parents		75.4	21.1	3.5	0	0
( )	Have full-time coaches and/or administrators		11.4	60	28.6	0	0
( )	Membership should exclude poor swimmers		47.4	36.8	15.8	0	0
( )	State/provincial association should have more jurisdiction		59.5	35.7	4.8	0	0

Others _____

6. The most important individuals or groups in our club are:

		%					
( )	Good swimmers		42.9	57.1	0	0	0
( )	All swimmers		65.6	7.8	26.6	0	0
( )	Coaches		33.9	33.9	32.2	0	0
( )	Board of Directors		36.2	64.8	0	0	0
( )	Parents		23.3	40.0	36.7	0	0

Others _____

7. Most people are involved in our club because they are:

		%					
( )	Dedicated and hard workers		40.4	54.4	5.3	0	0
( )	Highly competitive		37.6	22.9	39.6	0	0
( )	Fine people		22.6	74.2	3.2	0	0
( )	Experts in the techniques of swimming		48.9	10.6	40.4	0	0
( )	Disciplinarians		52	38	10	0	0

8. The most important individuals or groups in our club are:

		%					
( )	Highly competitive		38	16	46	0	0
( )	Dedicated		26.9	48.1	25	0	0
( )	Self-directed		25	75	0	0	0
( )	Likeable		53.6	32.1	14.3	0	0
( )	Outgoing		57.4	25.9	16.7	0	0

Others _____

9. The toughest to the easiest roles in our club are those of:

		%					
( )	Swimmer		42.4	4.5	3.0	24	7.6
( )	Parent		35.5	12.9	4.8	37.1	9.7
( )	Coach		3.3	15	48.3	1.7	31.7
( )	Board of Directors		8.5	32.2	32.2	5.1	22
( )	Official		11.5	37.7	13.1	13.1	24.6

Others _____

10. The most exemplary behaviour of people connected with our club while attending practice and/or meets comes from:

		%					
( )	High level competitors		32.7	51.9	15.4	0	0
( )	Parents		44.4	20.4	35.2	0	0
( )	Board of Directors		30	62	8	0	0
( )	Coaches		45.8	47.9	6.3	0	0
( )	Low level competitors		45.8	16.9	37.3	0	0

Others _____

11. The most pressure on our club from outside comes from:

		%					
( )	Parents		20.4	51	28.6	0	0
( )	Public press, radio and TV		89.4	6.4	4.3	0	0
( )	Demands of school and social life		48.1	33.3	18.5	0	0
( )	Family obligations		13.1	70.5	16.4	0	0
( )	Peer group pressures		29.4	43.1	27.5	0	0

Others _____

12. Internal organizational strain comes from:

		%					
( )	Raising funds		36.2	46.8	17	0	0
( )	Critical non-involved parents		63.6	27.3	9.1	0	0
( )	The need for more volunteer coaches		32.3	27.5	35.3	0	0
( )	Parental pressures on swimmers		32.6	45.7	21.7	0	0
( )	The need for more professional coaches		29.5	45.5	25	0	0

Others _____

13. Rank and recommend the changes listed below:

		%				
( )	Hire professional coach		38.3	45.6	19.1	0
( )	Install 50 metre pools					

( ) Coaches
( ) Board of Directors
( ) Parents

Others _____

33.9	33.9	32.2	0	0	
36.2	64.8	0	0	0	
23.3	40.0	36.7	0	0	

7. Most people are involved in our club because they are:

( ) Dedicated and hard workers
( ) Highly competitive
( ) Fine people
( ) Experts in the techniques of swimming
( ) Disciplinarians

%					
40.4	54.4	5.3	0	0	
37.6	22.9	39.6	0	0	
22.6	74.2	3.2	0	0	
48.9	10.6	40.4	0	0	
52	38	10	0	0	

8. The most important individuals or groups in our club are:

( ) Highly competitive
( ) Dedicated
( ) Self-directed
( ) Likeable
( ) Outgoing

Others _____

%					
38	16	46	0	0	
26.9	48.1	25	0	0	
25	75	0	0	0	
53.6	32.1	14.3	0	0	
57.4	25.9	16.7	0	0	

9. The toughest to the easiest roles in our club are those of:

( ) Swimmer
( ) Parent
( ) Coach
( ) Board of Directors
( ) Official

Others _____

%					
42.4	9.5	3.0	24.7	7.6	
35.5	12.9	4.8	37.1	9.7	
3.3	15	48.3	1.7	31.7	
8.5	32.2	22.2	5.1	22.	
11.5	37.7	13.1	13.1	24.6	

10. The most exemplary behaviour of people connected with our club while attending practice and/or meets comes from:

( ) High level competitiors
( ) Parents
( ) Board of Directors
( ) Coaches
( ) Low level competitors

Others _____

%					
32.7	51.9	15.4	0	0	
44.4	20.4	35.2	0	0	
30	62	8	0	0	
45.8	47.9	6.3	0	0	
45.8	16.9	37.3	0	0	

11. The most pressure on our club from outside comes from:

( ) Parents
( ) Public press, radio and TV
( ) Demands of school and social life
( ) Family obligations
( ) Peer group pressures

Others _____

%					
20.4	51	28.6	0	0	
89.4	6.4	4.3	0	0	
48.1	33.3	18.5	0	0	
13.1	70.5	16.4	0	0	
29.4	43.1	27.5	0	0	

12. Internal organizational strain comes from:

( ) Raising funds
( ) Critical non-involved parents
( ) The need for more volunteer coaches
( ) Parental pressures on swimmers
( ) The need for more professional coaches

Others _____

%					
36.2	46.8	17	0	0	
63.6	27.3	9.1	0	0	
37.3	27.5	35.3	0	0	
32.6	45.7	21.7	0	0	
29.5	45.5	25	0	0	

13. Rank and recommend the changes listed below:

( ) Hire professional coach
( ) Install 50 metre pools
( ) Secure funds from the government
( ) Increase volunteer workers on the Board

Others _____

%				
38.3	45.6	17.1	0	
24.5	56.6	18.9	0	
12.8	36.2	51.1	0	
23.7	61	15.3	0	